

# The Factors Determining Employees' Positive Attitude to Innovations: A Case of Klaipėda Public Transport Companies

Innovation is a complex process which causes various changes in organizations. Since the success of innovation is mostly influenced by the staff, the research aims at theoretical and empirical identification of the factors which determine employees' positive attitude to innovations implemented in Klaipėda public transport companies. The research findings revealed that the main factor which fosters employees' positive attitude to innovations is a material incentive, and the least significant factor is an opportunity to participate and be involved in the process of innovation creation and implementation. The dominant factors are the ones that are most related to personal benefits for the employees themselves rather than to the benefits for the organization.

**Keywords:** innovation implementing, employees resistance to change, positive attitude to innovations.

Inovacija – sudėtingas procesas, sukeliantis įvairius pokyčius organizacijose, nes inovacijos sėkmei didžiausią įtaką daro personalas. Taigi, tyrimu siekiama teoriškai bei empiriškai nustatyti veiksnius, lemiančius teigiamą darbuotojų požiūrį į įmonėje diegiamas inovacijas Klaipėdos viešojo transporto paslaugas teikiančiose įmonėse. Tyrimo rezultatai rodo, kad svarbiausiais veiksnys, skatinantis darbuotojų teigiamą požiūrį į inovacijas, yra materialinis skatinimas, mažiausiai reikšmingas - galimybė dalyvauti ir būti įtrauktam į inovacijos kūrimą ir diegimą. Dominuoja tie veiksniai, kurie labiausiai sietini su asmenine nauda pačiam darbuotojui, o ne su nauda organizacijai.

**Raktiniai žodžiai:** inovacijų diegimas, darbuotojų pasipriešinimas pokyčiams, pozityvus požiūris į inovacijas.

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## Introduction

The idea of knowledge-based economy is widely recognized among the European Union economists and politicians. The economy, based on the use of knowledge, has unlimited growth opportunities (Mavroeidis, Tarnawska, 2017). Moreover, innovative companies are more resilient to economic downturns and shocks (Bristow, Healy, 2018). Therefore, modern companies, which seek to create significant added value and be competitive in

the international market, should implement innovations in their daily activities. Business innovations face many challenges, such as fund raising, adequacy of equipment and infrastructure, staff training, hiring of suitable employees, their preparation and further support, planning of the employee and supplier servicing, expansion and migration through new channels of communication. In addition to such complex challenges of implementation and development of innovations, companies also face other factors

which can ruin all the efforts to implement innovations.

The resistance of employees to changes is one of the factors which is the most common cause for the failure to implement innovations (Berna-Martinez, Macia-Perez, 2012; Zwick, 2002; Mansor et al., 2013; Kvedaravičius, Lodienė, 2002). The specifics of business innovation lies in the fact that in everyday life technological innovations are highly appreciated at the social level; however, the innovation implementation in the workplace causes dissatisfaction of employees and is accepted unwillingly.

Although technology adoption is very useful and recommended in any business, not all the participants of the innovation process see it in the same way. This leads to resistance to the changes caused by innovation (Rashid, Sohail, Aslam, 2011). Despite the fact that innovations play a significant role in many companies in terms of growth and profitability, the innovation process is characterized by a high level of failure (Zsifkovits, Günther, 2015). Approximate estimates show that in the product category 40 to 90 percent of innovations have not yet become commercially successful (Claudy, Garcia, O'Driscoll, 2015). Approximately 70 percent of organizations failed to implement the change programmes due to the resistance of employees to changes (Mansor et al., 2013). Innovation has real benefit only if it is adopted in the company that implements it, and the main resource which shows whether the innovation has been implemented in the company or not is the employee. For this reason, the versatile study of the employees' resistance to innovation, their positive attitude to the

process of innovation implementation is highly relevant.

The problem of innovation implementation in Lithuania has been analysed by a number of scholars (A. Jakubavičius, R. Srazdas, B. Melnikas, R. Garuckas, J. Mačerinskas, I. Zabelavičienė, S. Pogolian, I. Dzemyda, S. Valentinavičius, L. Sapiegienė, V. Juknevičienė, S. Stoškus, V. Pukelienė, R. Vitkauskaitė, etc.). The problem of resistance to innovation has been more thoroughly explored by foreign researchers – A. M. Aladwani, J. Berna-Martinez, F. Macia-Perez, M. Mansor, N. Mat, N. Abu, A. Johari, S. Mittal, S. Sawang, K. L. Unsworth, T. Zwick C. Manca, M. Grijalvo, M. Palacios, etc. Although the problems of innovation implementation in companies and a positive attitude of employees to innovations have been analysed by both, Lithuanian and foreign researchers, this problem has not yet been investigated in full. So far, the specific factors which foster a positive attitude of employees to innovation implementation and reduce their resistance to changes in the organization have been scarcely analysed in Lithuania.

The problem of employees' resistance to innovations and formation of a positive attitude to them determined the chosen **object of research** of this article – a positive attitude of employees to innovation implementation in the organization. **The purpose of research** is to identify the factors which determine a positive attitude of employees to the innovations. To achieve the purpose, the following **tasks** have been set: 1) to provide the generalized analysis of scientific research publications on the causes of employees' resistance to innovation and the means to overcome

them, and 2) based on the empirical research, to identify the key factors which determine a positive attitude of employees to innovation in Klaipėda public transport companies.

**The research methodology.** The systematic and comparative analysis of the content of scientific literature was used in order to generalize the analysis of causes of employees' resistance to innovation and the factors which contribute to a positive attitude of employees, as provided in scientific research publications.

A quantitative survey was carried out – an anonymous written questionnaire survey of employees working in the group of public passenger transport companies.

### **The theoretical aspects of the employees' positive attitude and resistance to innovation**

Innovation is a process when new ideas contribute to the social and economic needs and the creation of new products, services or business and organization models, which are successfully introduced into the existing markets or are able to create new markets. Each process of innovative technologies involves a lot of developmental stages, starting with the preparation of specifications and finishing with the final implementation and evaluation of the results (Berna-Martinez, Macia-Perez, 2012). Innovation should be related not only to the process, but also to the activity. An innovative activity is described as the implementation of scientific, technological and design equipment (computer hardware, licences, *know-how*, etc.) or technology, the application of

new methods of production organization, which allows a company to produce new or improved products and to improve processes (Valentinavičius, 2006).

According to P. Trott (2005), the concept of innovation is reflected in the formula, expressed by the following variables:

$$\text{Innovation} = \text{theoretical concept} + \\ + \text{technical invention} + \text{commercial use}$$

Innovation in business can be seen as any change, which enables the company to achieve better results and improve its performance indicators, such as productivity, sales or return on investment (Pogosoian, Dzemyda, 2012). Innovation is not the same as the change because not every change can be considered an innovation, although each innovation causes certain changes. J. Berna-Martinez and F. Macia-Perez (2012) present the following types of changes caused by the implementation of innovation:

- Changes which determine the relationship between different shareholders and the company;
- Changes which change the measures used to develop work;
- Changes which change the nature of work;
- Changes which change the hierarchy of employees.

Management of the innovation process in the company involves the ways of solving problems related to the formation of the innovation team, the conditions to reveal the creativity of its members, and the accounting of the results of performance (Zabielavičienė, 2012). The innovation process implements all the main management dimensions: the production and implementation of ideas, creating

viable commercial products, and the formation of the foundations for sustainable development (Sapiegienė, 2009).

The process of innovation implementation is a controlled and pre-planned change. A precisely planned change is defined as a deliberate creation and implementation of structural innovation, new policy or aim, or as a change of philosophy or the style of operation (Lodienė, 2005). The process of changes in each organization is unique due to the type of organizational and commercial activity, the work culture and values, the leadership style, the behaviour and attitude of employees (Mansor et al., 2013).

The process of innovation implementation in an organization and the related activities cause many different changes in each innovations implementing organization. When implementing innovations in an organization, the changes cover the relationship between different shareholders and the company, the measures used at work, the nature of work, the workload or new tasks set, the hierarchy of employees or the structure of the organization. The most common reaction which causes the most negative consequences for innovations and their implementation in the company is the employees' negative attitude to innovation and the consequent resistance to innovation-induced changes. Resistance to innovation has long been acknowledged as a decisive factor which can influence the success or failure of the attempt to implement organizational changes (Mansor et al., 2013). The most influential force to the success of innovation is the staff, which has to be taken into consideration when preparing to implement any innovation (Pogosian et al., 2012).

In general, resistance to changes is defined as a hidden or open expression of negative reactions, protection from the planned changes or constraining forces that resist the restructuring leadership and the acquisition of new competences (Berna-Martinez, Macia-Perez, 2012). Resistance is more often defined as a process rather than an event (Van Dijk, 2009). Resistance to changes is a natural and human element of organizational activity, a natural initial reaction of an individual. A change-oriented activity often fails not because of financial and technical factors, but because of psychological and organizational factors, which, in the view of individuals, causes threat to their material and spiritual well-being (Svirskienė, 2005).

Resistance of employees can force managers to rethink or re-evaluate the intended change initiatives. This can also become a gateway or filter, which can help organizations select from all the possible changes only the one that would be most appropriate in a specific situation. Resistance is usually a very effective, very powerful and very useful survival mechanism (Jager, 2001).

The scientific literature analyses the following causes of resistance to changes, which can be conditionally divided into several groups. Table 1 provides the groups of causes of resistance.

When analysing the process of employees' resistance to changes as the most significant factor that leads to successful innovation implementation, it is obvious that the formation of a positive attitude of employees to innovation implementation is essential. The following factors typically influence the evaluation of the change offered to the employees:

Table 1. The causes of employees' resistance to innovation

Causes of resistance	Authors
1. Risk and uncertainty	1.1. Two fundamental sources of resistance to innovations are the perceived risk and habits (Aladwani, 2001). 1.2. The motives behind the resistance among the middle or higher-level employees are the concern how the change will affect the hierarchical level, skills and personal interests of the employees (Berna-Martinez, Maci-Perez, 2012). 1.3. Most often, this is fear of the unknown future and the ability to adapt to it, rather than resistance to the benefits of a new process (Mittal, 2012).
2. Unwillingness or fear regarding their qualification, the necessity to learn something new	2.1. The company management has to take into account the fact that increased prevalence of internal resistance is against those innovations which are seen as a threat to the employees' workplaces or when the planned innovations reduce the payback time of necessary qualifications (Zwick, 2002). 2.2. The resistance of lower-level employees is most often fostered by the lack of technological knowledge, which causes the employees' distrust (Berna-Martinez, Macia-Perez, 2012). 2.3. Resistance because people feel uninvolved, they fear having to learn something new (Jager, 2001). 2.4. The employees' resistance is caused by the fear that the implementation of innovation will increase their workload and that the proposed innovation will have an adverse effect on the position of the employee (Jasiulaitis et al., 2012).
3. Inappropriate management of innovation implementation	3.1. A significant component in the resistance of individuals is the resistance to the change management (Van Dick, 2009).

1. The amount of information about the proposed change;

2. The extent of involvement of employees and their participation in taking decisions that are related to the change projects;

3. How much they trust the initiator of the change;

4. The previous experience related to changes (Powel, Posner, 1978).

In order to implement successful innovation, top managers have to constantly emphasize the importance of innovation by strengthening communication, the internal culture changes and the compensatory methods (Pogosian, Dzemyda, 2012). A manager should not only perform a specific function, but also organize the implementation of organizational changes, and this requires good leadership

skills, the ability to inspire and take care of the employees, to constantly consult staff. Creativity and flexibility are mandatory qualities of managers when implementing innovations (Župerkienė, 2008). The main tasks which have to be solved by the managers of the company are the establishment of innovation as an important value in the hierarchical system of values of the company, the formation of an organizational behaviour favourable for an innovative process, and the improvement of innovation accountability management (Zabielavičienė, 2012). The following tendencies of an innovative company's activity are distinguished: increased flexibility, encouraged experimentation, the use of creative and intellectual skills of all the company's staff, establishment and maintenance of contacts with different

partners, and timely use of the external support (Garuckas, Mačerinskas, 2008). An innovative activity is implemented more successfully, when it is prepared for in advance and the company creates an atmosphere favourable for innovations (Melnikas, Jakubavičius et al., 2000). It is proposed to educate staff, to clarify the aims, tasks and technologies, because the resistance to innovations is the resistance of ignorance (Berna-Martinez, Macia-Perez, 2012). The research conducted in Lithuania by G. Saparnis, J. Bersenaite and D. Saparnienė (2009) shows that one of the most important dimensions of the ways to overcome the resistance to changes and shaping a positive employees' attitude to the implemented innovations, is the explanation of the change benefits to the employees and regular provision of information about the situation after it has been analysed. The research also highlights the importance of the employees'

promotion and support, as well as gradual introduction of changes. B. Melnikas, A. Jakubavičius et al. (2000) suggest that a favourable attitude to innovations is increasing if innovations:

- have a clear final goal, benefit;
- benefit is felt not only at the company's level but also at the level of individual benefit to each employee;
- come from the pre-announced principles, and not from random instructions;
- are planned in advance and not announced in a hurry;
- are presented after successful changes;
- do not threaten the employees' well-being.

In their theory on how to overcome the resistance to innovation, J. Berna-Martinez, F. Macia-Perez (2012) saw certain different attitudes of employees (distrust, no collaboration, hostility) and proposed methods to be used for each of

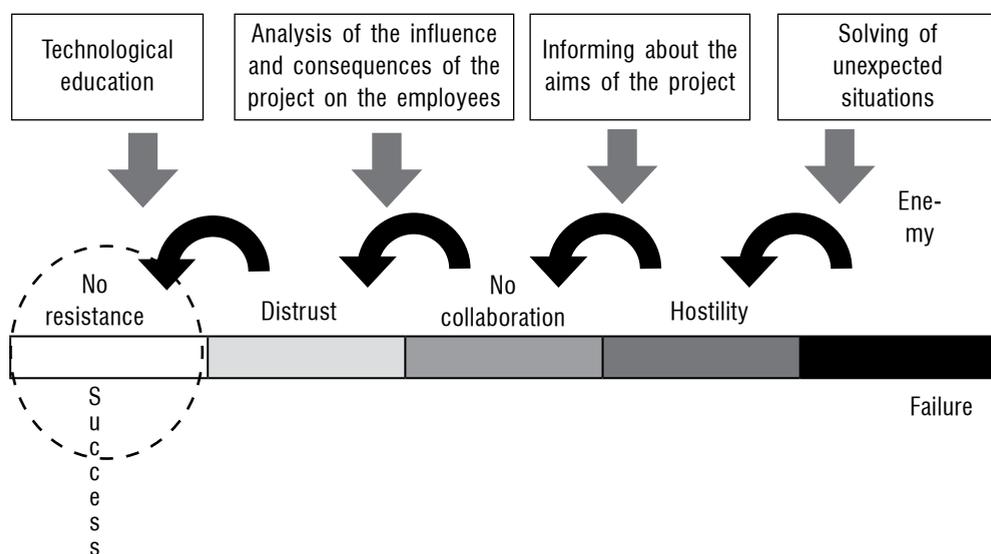


Fig. 1. Actions to be taken in order to overcome any type of resistance to changes

these attitudes according to the intensity of resistance. The employees' resistance levels are distinguished and classified as follows according to the employees' attitude to the innovation process:

1. No resistance;
2. Distrust;
3. No collaboration;
4. Hostility;
5. Enemy.

Each stage of employees' resistance to innovation requires different actions and measures. Figure 1 illustrates the actions to be applied in the case of a specific attitude.

The theoretical analysis revealed that the factors which contribute to a positive attitude of employees to innovation are as follows: education, training, communication, employee participation and involvement by emphasizing technological education, the analysis and information about innovation and its aims, a constant dynamism of the processes that take place in the company, and the role of individuals who manage this process. With respect to the theoretical research results, it is useful to practically investigate and determine the main factors which contribute to a positive attitude of employees to innovation and reduce the willingness of employees to resist.

## Research methodology

**The situation analysis and the innovation implementation environment.** The participants of research are Klaipėda city public passenger transport service providers which provide the passenger transportation services within the framework of a

single coordinated system. There are jointly 501 employees. To analyse the problem, a deliberate choice was made to research companies from one sector, i.e. the survey was conducted in the companies (private and municipal) which organize and service public transport routes in Klaipėda city. The selection of companies of this sector is based on the fact that Klaipėda public transport system has implemented the following innovations: the electronic ticket system, the bus routes and positioning system, the passenger information system, as well as an integrated network of routes. The implementation of such innovations resulted in a reduced price of public transport tickets and the cost price, as well as the optimization of the passenger transportation costs, and an increase in the passenger and travel numbers. Thus the innovations specified above have led to significant changes in all the companies of this sector. The need for innovation in this sector is extremely high as it affects a large part of society, and is related to technological processes and to the improvement of the environment in the city and the area around. In the future, this sector plans the following innovations: the electronic ticket integration with the common electronic payment and other service distribution systems, the vehicle sharing system, and other innovations.

The research being implemented in the companies of one sector gives an opportunity to create a representative sample of respondents. The implemented innovations caused the changes in the work organization of each company and their employees.

**The research sample.** The object of the research is the public passenger transport

service providing companies which provide the passenger transportation services within the framework of a single coordinated system. There were 9 such companies in Klaipėda city and the district areas around. When the size of the population is known, the following formula can be used to determine the size of the sample:

$$n = \frac{N \cdot 1.96^2 \cdot p \cdot q}{\varepsilon^2 \cdot (N - 1) + 1.96^2 \cdot p \cdot q}$$

here:

$N$  – the population size;

1.96 is the value that corresponds to the standard normal distribution of the 95 per cent confidence level;

$p$  is the probability of the event that the analysed characteristics will occur in the researched population (the probability of the worst case is taken most often – the characteristics is typical of a half, i.e. 50 per cent of the population, and  $p=0.5$  is chosen);

$q$  is the probability that the analysed characteristics will not occur in the researched population ( $q=1-p=0.5$ );

$\varepsilon$  is the preferred accuracy, usually  $\varepsilon=0.05$ .

The estimated value  $n$  is 218. During the research, over 260 questionnaires were distributed, 247 of which have returned appropriately completed; the rate of return is 95 per cent. **The research sample** is

$n = 247$ , which means that the research is representative.

**Creating the questionnaire.** The questionnaire was created based on the constructed model description. The description of the questions is provided in Table 2.

**The survey implementation and ethics.** The survey was carried out in May–June 2014.

The research was implemented in accordance with the ethical aspects of the survey: anonymity, volunteering, the principles of respect, privacy and confidentiality. The respondents were explained the aim of the questionnaire, the emphasis was made on the importance of the answers, and they were assured of the confidentiality and anonymity.

**The evaluation of the questionnaire reliability.** The statistical analysis and data processing software SPSS version 19.0 was used for processing the data obtained during the survey. Statistical significance was evaluated at  $p < \alpha$  level. In this paper, statistical significance is evaluated at  $p < 0.05$  level, while  $0.05 < p \leq 0.1$  is considered a tendency.

Table 2. The questionnaire layout

No.	Research direction	Specification of the direction	The questionnaire questions	Evaluation
1.	General information	To obtain general socio-demographic information about the respondents.	Gender, age, education, position	– – – –
2.	A personal attitude to the implementation of innovations and the contributing factors.	To investigate how respondents generally evaluate the innovations that are being implemented, and what factors contribute to a positive attitude.	– How do you react to the innovations that are being implemented in your company? Evaluate each statement. – When implementing innovations, the factors which contribute the most to your positive attitude to innovation. Evaluate each statement.	5 – I fully agree 4 – I agree 3 – I'm not sure 2 – I disagree 1 – I totally disagree

The number of respondents who participated in the research is 247; men comprise 86.8 percent, and women – 13.2 percent of the respondents. Figure 2 shows

the distribution of respondents by age groups.

Generalizing the gender and age demographic characteristics, it can be noted

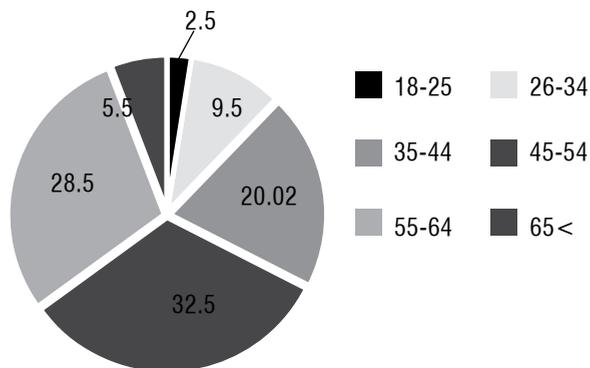


Fig. 2. The distribution of respondents by age (in %)

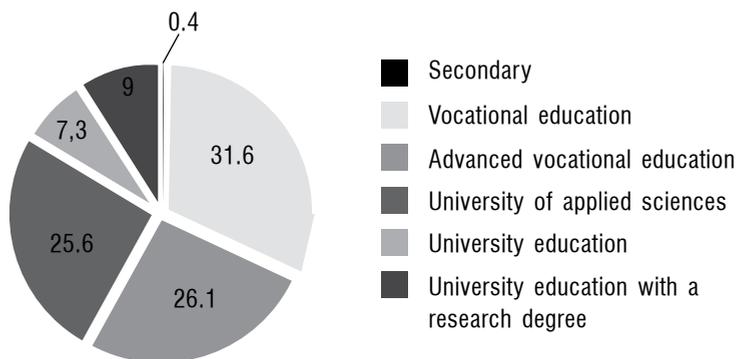


Fig. 3. The distribution of respondents by education (in %)

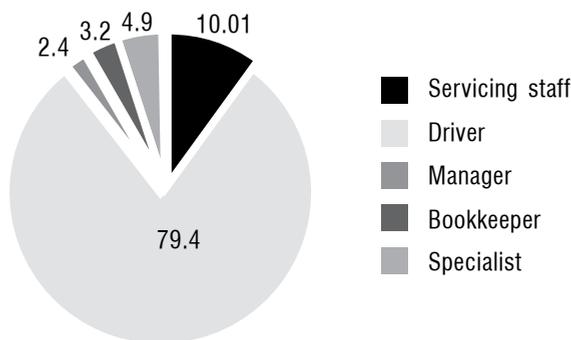


Fig. 4. The distribution of respondents by the position held (in %)

that the average statistical respondent is a man of working age.

See Figure 3 for the distribution of respondents by education, and Figure 4 for the distribution by their position held.

## Empirical research results

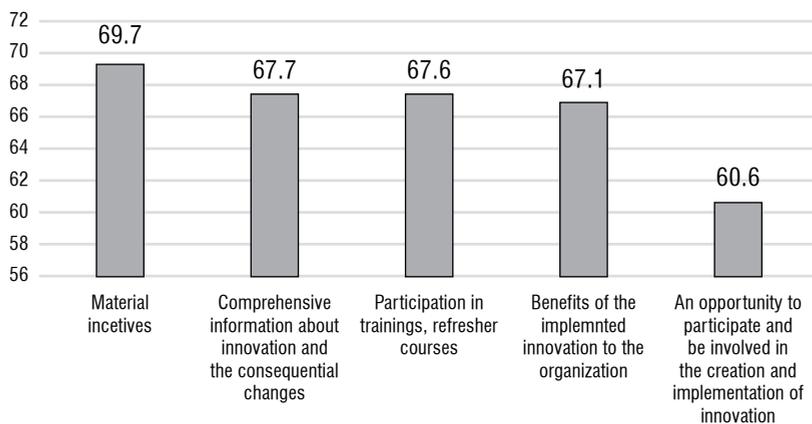
The respondents were asked to indicate which factors contribute the most to a positive attitude to innovation. The

distribution of respondents' opinions is provided in Table 3 below.

The majority of employees (35.3 percent) fully agree (the answer is 5 points) that the most positive attitude is fostered by material incentives. The factor of participation in trainings, refresher courses is slightly less approved (33.6 percent). The most doubtful (the answer "I'm not sure") for the respondents was the factor of an opportunity to participate and to be involved in the creation and

*Table 3. The distribution of respondents' opinions when evaluating the factors contributing to a positive attitude to innovation (in %)*

	Statement	I fully agree (5)	I agree (4)	I am not sure (3)	I disagree (2)	I totally disagree (1)
1	Comprehensive information about innovation and the consequential changes.	26.0	41.7	19.4	7.9	5.0
2	An opportunity to participate and be involved in the creation and implementation of innovation.	25.3	35.3	24.5	12.9	2.1
3	Material incentives.	35.3	34.4	22.0	6.6	1.7
4	Participation in trainings, refresher courses.	33.6	34.0	19.9	9.5	2.9
5	Implemented innovation brings benefits to the organization.	28.8	38.3	18.9	10.3	3.7



*Fig. 5. The distribution of the positive evaluations of the factors which contribute to a positive attitude to innovation (the answer "I fully agree" + "I agree") (in %)*

implementation of innovation (24.5 percent of the respondents were not sure).

When analysing the general distribution of the positive respondents' attitude (the answer "I fully agree" + "I agree") to the provided potential factors contributing to a positive attitude to innovation, the following results have been obtained as shown in Figure 5.

The chat (Figure 5) shows that the most favourable evaluation is given to material incentives. This factor was given almost 70 percent of favourable evaluations. The next (in the sequence) is comprehensive information about innovation and the consequential changes, participation in trainings, refresher courses, the benefits of the implemented innovation to the organization and, finally, at the end of the list, we find an opportunity to participate and be involved in the creation and implementation of innovation. Hence, we

can see that the factors prevailing in the first place are the ones that are mostly related to the personal benefits for the employees themselves; meanwhile, the factor of the benefits to the organization is less favoured.

When investigating the distribution of the factors fostering a positive attitude depending on the respondents' social and demographic characteristics, the statistically significant differences applying the Chi-square criterion are given in Table 4.

The provided results show that the respondents' opinions were mostly influenced by the characteristics of gender, the position held, and education, while the least – by the age. The respondents' evaluation was not affected by the company they were employed at. Thus, we can assume that the respondents' opinion about the factors which determine a positive attitude to innovation is common to

**Table 4. The distribution of dependence of the factors which determine a positive attitude to innovations, applying the Chi-square criterion**

Statement	By gender			By age			By the position held			By education			By the company		
	Mean	df	p	Mean	df	p	Mean	df	p	Mean	df	p	Mean	df	p
1. Comprehensive information about innovation and the consequential changes	11.783	4	<b>0.019</b>	23.251	20	0.277	18.352	16	0.304	28.043	20	0.108	20.445	20	0.430
2. An opportunity to participate and be involved in the creation and implementation of innovation	8.986	4	0.061	29.883	20	0.072	37.473	16	<b>0.002</b>	56.465	20	<b>0.000</b>	15.973	20	0.718
3. Material incentives	8.938	4	0.063	38.816	20	<b>0.007</b>	10.760	16	0.824	19.734	20	0.475	27.868	20	0.113
4. Participation in trainings, refresher courses	15.905	4	<b>0.003</b>	13.597	20	0.850	20.245	16	0.209	26.530	20	0.149	22.571	20	0.310
5. Implemented innovation brings benefits to the organization	11.340	4	<b>0.023</b>	22.010	20	0.340	27.916	16	<b>0.032</b>	39.776	20	<b>0.005</b>	15.145	20	0.768

Source: created by the author based on calculations.

all the analysed companies. We can also assume that the evaluation was mostly affected by the respondents' demographic characteristics.

When analysing the distribution of respondents' responses with respect to gender, it was noted that in the recorded variants of statistically significant responses, the female respondents evaluated the provided statements more favourably in comparison to the male respondents. Therefore, we can draw a conclusion that the statements expressing the benefits to the organization (such as the benefits of the implemented innovation to the organization, participation in trainings and refresher courses as well as comprehensive information about innovation) were more favourably evaluated by women than by men. There is especially significant evidence with respect to education in the respondents' responses regarding an opportunity to participate and to be involved in the innovation creation and implementation. Among those who submitted positive evaluations are those

with the university education (85 percent). Among those who submitted the least positive evaluations are those with the secondary education (33.8 percent). Given the fact that a large proportion of drivers (almost 36 percent) have a secondary education, we can draw a conclusion that this proportion of drivers would have been least affected by the application of such a measure (i.e., an opportunity to participate and be involved in the creation and implementation of innovation). From the remaining groups of respondents, the major part of sceptical evaluations was provided by those with the university of applied sciences education (almost 36 percent), while the majority of those with such education are among bookkeepers (25 percent) and specialists (16.7 percent). Hence, this group of employees would also be less affected by the application of such a measure.

The benefits of implemented innovation to the organization were most favourably evaluated by those with the university education (95.2 percent), the least positive

*Table 5. The significance of the attitude to innovation implemented in the company to the factors which foster a favourable evaluation of innovation*

Negative attitude to innovation implemented in the company		Neutral evaluation		Positive attitude to innovation implemented in the company	
1	Participation in trainings, refresher courses	1	Material incentives	1	Participation in trainings, refresher courses
2	Comprehensive information about innovation and consequential changes	2	Participation in trainings, refresher courses	2	Benefits of the implemented innovation to the organization
3	Material incentives	3	Comprehensive information about innovation and consequential changes	3	Comprehensive information about innovation and consequential changes
4	Benefits of the implemented innovation to the organization	4	Benefits of the implemented innovation to the organization	4	Material incentives
5	An opportunity to participate and be involved in the creation and implementation of innovation	5	An opportunity to participate and be involved in the creation and implementation of innovation	5	An opportunity to participate and be involved in the creation and implementation of innovation

evaluations were submitted by those with the secondary education (50.7 percent) and the university of applied sciences education (almost 53 percent).

To analyse how the factors which determine a positive attitude to innovations were evaluated by the respondents who essentially favourably and essentially unfavourably evaluated the innovations implemented in their companies, and whether the opinions of respondents differed significantly, the distribution of respondents' opinions by ranking is submitted in Table 5.

Analysing the data provided in Figure 6, we can see that individuals with a different attitude to innovation implemented at the company prioritize different factors which contribute to a favourable evaluation of innovation. Interestingly, the respondents of all groups give the least favourable evaluation to an opportunity to participate and be involved in the creation and implementation of innovation.

Those who are not sure and respond neutrally waiting for the outcomes would give the highest priority to the individualized incentives such as material incentives, participation in trainings and refresher courses. Both, the ones with a negative attitude, and those with a positive attitude to innovation, would give the highest priority to the participation in trainings and refresher courses. Then, both groups of respondents would like to get more information about innovation, but those with a negative attitude would like to get more individualized information, i.e. comprehensive information about innovation and the consequential changes. Meanwhile, those with positive evaluations are more oriented towards the benefits of the implemented innovation to the organization. Summing up, we can see that those with a positive evaluation to the innovations implemented at the company focus more on the benefits to the organization, and those with a negative attitude to the

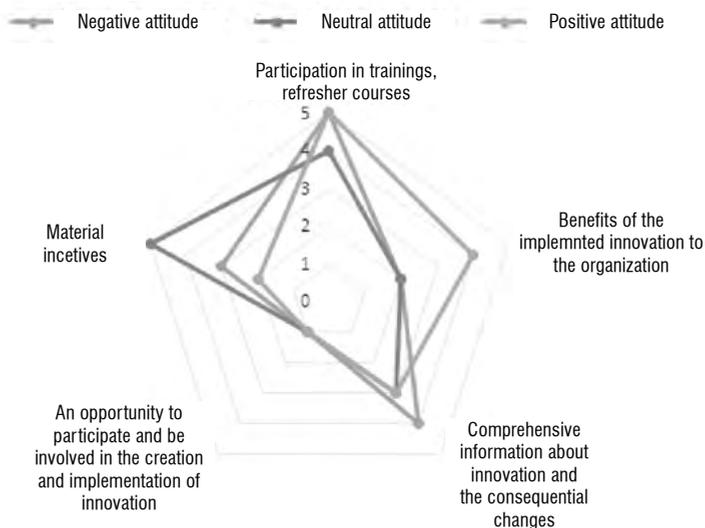


Fig. 6. The attitude of employees to the factors which foster a favourable evaluation of innovation

innovations implemented in the company express greater orientation to comprehensive information, meanwhile, those with a neutral attitude – to gaining personal benefits. However, the vast majority of respondents are not at all eager to be involved in the process of creation and implementation of innovations.

## Conclusions

The theoretical analysis revealed that innovation is a complex process, whereby using successfully formed and adapted new technologies, a new product or an improved existing product, service or process is introduced to the market, which provides a tangible result and brings economic benefits. Innovative activity is a planned, carried out or implemented process of changes in the innovative companies and organizations, which includes the generation, expansion and realization of ideas. Due to its specifics, this process causes different changes in the organizations and inevitably affects the external and internal environment of the organization. The staff is the most influential on the success of innovation, which has to be taken into account when preparing to implement any innovation. An overview of theoretical foundations revealed general tendencies, which confirm that the process of innovation implementation has to be carefully planned, and this requires all-encompassing management solutions, integration of all the groups of employees, creation of a generally favourable environment for dissemination of innovation. In the very beginning of innovation implementation it is necessary to take

actions which would reduce the possibility of employees' resistance – the formation of a positive attitude of the employees to innovation and the process of its implementation. Taking into consideration the theoretical insights of the researchers, it is recommended to categorize the individuals affected by the changes by their attitude, the nature and intensity of actions, to evaluate the needs of different groups of employees, and to apply appropriate methodologies. The theoretical analysis revealed that the employees' positive attitude to innovations is formed by means of education, trainings, communication, participation and involvement of employees, emphasizing technological education, analysis of innovation and its aims as well as provision of information, a constant dynamism of the processes taking place in the company, and the role of individuals who manage these processes.

The empirical research results revealed that the most significant factor fostering a positive attitude of employees to innovations in Klaipėda public transport companies is material incentives. Another significant factor is participation in trainings and refresher courses. The least significant factor is an opportunity to participate and be involved in the creation and implementation of innovations. The research revealed that, first and foremost, such factors dominate which are mostly related to personal benefits to the employee rather than to the organization. The noted statistical regularities revealed that the factors which are more expressed to the benefits to the organization (such as the benefits of the implemented innovation to the organization, participation in trainings and refresher courses, and comprehensive information

about innovation) were more favourably evaluated by women rather than men. An opportunity to participate and be involved in the creation and implementation of innovation as well as the benefits of the implemented innovation to the organization are most favourably evaluated by those with the university education, and least positively by those with the lower level of education. An opportunity to participate and be involved in the creation and implementation of innovation is the factor that is least favourably evaluated by the respondents from all the groups. The ones who react neutrally, would give the highest priority to individualized incentives, such as material incentives, participation in trainings and refresher courses. Both, the ones with a negative attitude, and those with a

positive attitude to innovation, would give the highest priority to the participation in trainings and refresher courses. The empirical research results revealed the factors which foster a positive attitude of employees to innovations mostly. It was noted that certain factors differently affect people of different gender, education and attitude. Taking into consideration the research findings, the managers of organizations should determine the demographic characteristics of the staff in their organizations as well as the attitude of employees, and respectively apply the factors which would foster a positive attitude of employees to innovation. Thus, the employees' resistance to innovations can be reduced and contribute to the successful implementation of innovations in the organization.

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## VEIKSNIAI, LEMIANTYS TEIGIAMĄ DARBUOTOJŲ POŽIŪRĮ Į INOVACIJAS: KLAIPĖDOS VIEŠOJO TRANSPORTO ĮMONIŲ ATVEJIS

### S a n t r a u k a

Kiekviena šiuolaikinė organizacija savo veikloje diegia inovacijas. Verslo inovacijos susiduria su daugybe iššūkių, tokių kaip, lėšų gavimas, įrangos ir infrastruktūros pakankamumas, esamų darbuotojų mokymas, tinkamų žmonių samdymas, rengimas ir tolesnis išlaikymas, darbuotojų ir tiekėjų aptarnavimo, plėtros bei migracijos naujais komunikacijų kanalais planavimas. Be šių sudėtingų inovacijų diegimo ir plėtros iššūkių įmonės susiduria ir su kitais veiksniais, kurie gali sužlugdyti visas inovacijos diegimo pastangas. Inovacijų diegimo procesas – tai sudėtingas daugiasluoksnis procesas, visuomet sukeliantis atsakomuosius procesus, vienas iš jų – darbuotojų pasipriešinimas, kurį dažniausiai sukelia neigiamas darbuotojų požiūris į inovacijas.

Atsižvelgiant į tai, darbuotojų pasipriešinimo inovacijoms ir teigiamą požiūrį į jas formavimo problematika yra labai aktuali, todėl straipsnyje pasirinktas tyrimo objektas – veiksniai, lemiantys darbuotojų teigiamą požiūrį į inovacijų diegimą organizacijoje, siekiant nustatyti veiksnius, lemiančius teigiamą darbuotojų požiūrį į įmonėje diegiamas inovacijas. Straipsnyje apibendrinama mokslinėse publikacijose pateikiamų darbuotojų pasipriešinimo inovacijoms priežasčių ir teigiamą darbuotojų nuomonę formuojančių veiksnių analizė bei atlikta viešojo keleivinio transporto įmonių grupės darbuotojų anoniminė anketinė apklausa raštu.

Teorinė analizė atskleidė, kad inovacija – tai sudėtingas procesas, kurio metu panaudojant sėkmingai suformuotas ir adaptuotas naujas technologijas, rinkai pateikiamas naujas produktas arba patobulintas jau egzistuojantis produktas, paslauga arba procesas, kuris suteikia apčiuopiamą rezultatą, iš kurio gaunama ekonominė nauda. Inovacinė veikla – tai planuojamas, vykdomas ir diegiamas pokyčių procesas inovacinėse įmonėse ir organizacijose, kuris apima idėjų generavimą, plėtrą ir realizavimą. Kadangi dėl savo specifikos šis procesas sukelia įvairius pokyčius organizacijose, jis neišvengiamai turi įtakos ir organizacijos išorinei, ir vidinei aplinkai. Inovacijos sėkmei didžiausią įtaką daro personalas, į kurį turi būti atsižvelgta ruošiant diegti bet kokią inovaciją. Teorinių pagrindų apžvalga atskleidė bendruosius dėsningumus, kurie patvirtina, kad inovacijų diegimo procesas turi būti labai suplanuotas, tam reikalingi visą apimantys vadybiniai

sprendimai, visų darbuotojų grupių integravimas, sukurta bendrai palanki aplinka inovacijų sklaidai. Pačioje inovacijų diegimo pradžioje būtina atlikti veiksmus, mažinančius darbuotojų priešingą tikimybę – tai teigiamo darbuotojų požiūrio į inovaciją ir jos diegimo procesą formavimas. Atsižvelgiant į teorines mokslininkų išvagas, rekomenduojama suskirstyti pokyčių veikiamus asmenis pagal jų požiūrį, veiksmų pobūdį bei intensyvumą, įvertinti skirtingų darbuotojų grupių poreikius ir taikyti atitinkamas metodikas. Teorinė analizė atskleidė, kad darbuotojų teigiamas požiūris į inovacijas formuojamas: ugdymu, mokymu, bendravimu, darbuotojų dalyvavimu bei įtraukimu, akcentuojant technologinį lavinimą, inovacijos, jos tikslų analizavimą ir informavimą, nuolatinį įmonėje vykstančių procesų dinamiškumą ir šiems procesams vadovaujančių asmenų vaidmenį.

Empirinio tyrimo rezultatai atskleidė, kad Klaipėdos viešojo transporto paslaugas teikiančiose organizacijose svarbiausias veiksnys, skatinantis darbuotojų teigiamą požiūrį į inovacijas – materialinis skatinimas. Kitas reikšmingas veiksnys – dalyvavimas mokymuose, kvalifikacijos kėlimas. Mažiausiai reikšmingas veiksnys – galimybė dalyvauti ir būti įtrauktam į inovacijos kūrimą ir diegimą. Tyrimas atskleidė, kad pirmoje vietoje dominuoja tie veiksniai, kurie labiausiai sietini su asmenine nauda pačiam darbuotojui, o ne su nauda organizacijai. Pastebėti statistiniai dėsningumai atskleidė, kad daugiau į naudą organizacijai išreikštus veiksnius (pvz., diegiamos inovacijos nauda organizacijai, dalyvavimas mokymuose ir kvalifikacijos kėlimas bei išsamus informavimas apie inovaciją) palankiau vertina moterys nei vyrai. Galimybę dalyvauti ir būti įtrauktam į inovacijos kūrimą ir diegimą bei diegiamos inovacijos duodamą naudą organizacijai labiausiai pozityviai vertina asmenys, turintys aukštąjį universitetinį išsilavinimą, mažiausiai pozityviai šiuos veiksnius vertina asmenys, turintys žemesnį išsilavinimą. Visų grupių respondentai mažiausiai palankiai vertina veiksnį – galimybę dalyvauti ir būti įtrauktam į inovacijos kūrimą ir diegimą. Reaguojantieji neutraliai didžiausią prioritetą teiktų individualizuotoms skatinimo priemonėms, pvz., materialinis paskatinimas, dalyvavimas mokymuose bei

kvalifikacijos kėlimas. Tiek neigiamą nusistatymą turintieji, tiek pozityviai vertinantieji inovacijas didžiausią prioritetą teiktų dalyvavimui mokymuose bei kvalifikacijos kėlimui. Empiriniai tyrimo rezultatai atskleidė, kurie veiksniai labiausiai skatina teigiamą darbuotojų požiūrį į inovacijas. Pastebėta, kad tam tikri veiksniai, nevienodai veikia skirtingų lyčių, išsilavinimo, požiūrio asmenis.

Atsižvelgdami į tyrimo rezultatus, organizacijų vadovai turėtų įvertinti savo organizacijų personalo demografines charakteristikas, darbuotojų požiūrį ir atitinkamai taikyti veiksnius, skatinančius teigiamą darbuotojų požiūrį į inovacijas. Taip galima sumažinti darbuotojų pasipriešinimą inovacijoms ir prisidėti prie sėkmingo inovacijos diegimo organizacijoje.